Development of Career Program Managers

…I have to do *what* ?…

Team

Mark Ohlstrom NWS

Guy Green NWS

Scott Thieme LRE

Charlie Simon LRE

Trish Opheen POA

Mollie TeVrucht POA

Ed Gauvreau HQUSACE

All of you!

SUPER Career Program Managers should:

- Find everyone the perfect job
- Manage entire staff's training & experience
- Ensure everyone's happiness at work
- Pay for everyone's training out of CPM's generous salary

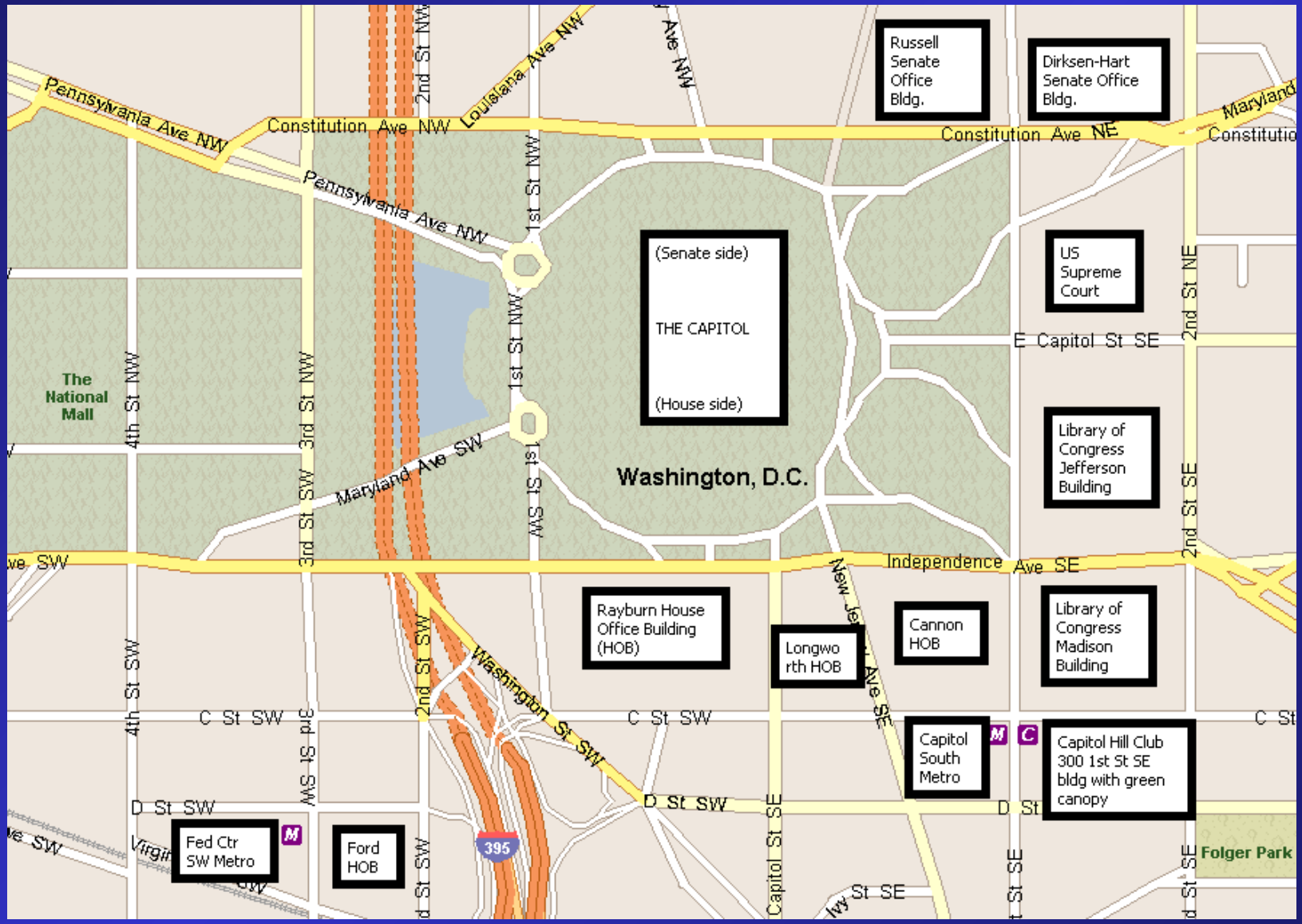
In Reality Career Program Managers:

- Set the tone and guide career development for their organization
- Provide advice and guidance to supervisors
- Manage the Intern program
- Conduct periodic meetings with CP employees
- Orchestrate training opportunities and career management information

What is Career Development?

- Defines a path from the present to future expanded opportunities and responsibilities.
- A process to help employees plan their career growth.
- A process to help employees match their knowledge and skills with work opportunities.

Wheaton
North Kensington
White Oak
Hillandale
Beltsville
MARYLAND
Potomac
Great Falls
Silver Spring
Adelphi
Greenbelt
College Park
Langley Park
Takoma Park
Bethesda
Berwyn Heights
University Park
Chillum
Somerset
Chevy Chase Village
Hyattsville
Riverdale
Seabrook
Lanham
Northeast Branch
Edmonston
Brookmont
Bladensburg
Landover Hills
McLean
CITY OF WASHINGTON
Rock Creek
Cottage City
Landover
Glenarden
Woodmore
Pimmit Hills
Cheverly
McMillan Reservoir
Tysons Corner
Q St NW
Washington, D.C.
Palmer Park
PRINCE GEORGE'
ARLINGTON
Vienna
Idylwood
Cherrydale Park
Fairmount Heights
Seat Pleasant
Oakton
Dunn Loring
Tidal Basin
DISTRICT OF
Anacostia
Merrifield
FALLS CHURCH
Capitol Heights
Seven Corners
Edison Park
COLUMBIA
Coral Hills
VIRGINIA
FAIRFAX CITY
Arlington
District Heights
Mantua
Lake Barcroft
Suitland
Forestville
Fairfax
Silver Hill
Ronald Reagan Washington National Airport
Annandale
Temple Hills
Morningside
Lincolnia
ALEXANDRIA
Hillcrest Heights
Forest Heights
North Springfield
Glassmanor
Andrews AFB
Lake Royal
Alexandria
Camp Springs
Lake Accotink
Burke
Rose Hill Farms
Oxon Hill
FAIRFAX
Huntington
West Springfield
Springfield
Groveton
Clinton
Rosaryville State Park


Russell Senate Office Bldg.
Dirksen-Hart Senate Office Bldg.
Pennsylvania Ave NW
Constitution Ave NW
Louisiana Ave NW
2nd St NW
Ave NW
Constitution Ave NE
Maryland
Constitutio
Pennsylvania Ave NW
1st St NW
(Senate side)
THE CAPITOL
(House side)
US Supreme Court
E Capitol St SE
2nd St NE
The National Mall
4th St NW
3rd St NW
Maryland Ave SW
1st St SW
Washington, D.C.
Library of Congress Jefferson Building
2nd St SE
we SW
Independence Ave SE
Rayburn House Office Building (HOB)
Longwo rth HOB
New Jer Ave SE
Cannon HOB
Library of Congress Madison Building
4th St SW
C St SW
3rd St SW
2nd St SW
Washington St SW
C St SW
C St
Capitol South Metro
Capitol Hill Club 300 1st St SE bldg with green canopy
D St SW
D St
Fed Ctr SW Metro
Ford HOB
395
Capitol St SE
Folger Park
Ivy St SE

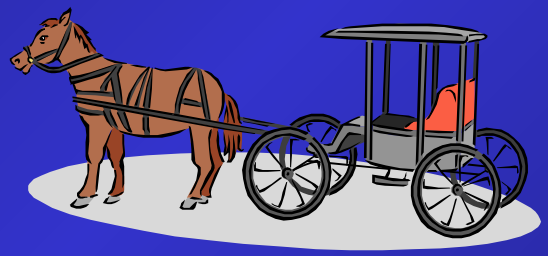
What are the Goals of Career Development?

- Sustain and improve morale and productivity through increased employee motivation and job satisfaction.
- Help the organization as a whole accomplish its mission.
- Improve succession planning – grow necessary leadership and technical capabilities.
- Engage each employee to evaluate his/her strengths

Video Vignette

- **Career Development - Clydesdales American Dream video (we hope!)**
- **Mentor & Coach**

What's New?



You've heard "the only constant is change"
But now our reality is –
the intensity and rate of change is increasing

- **MILCON Transformation**
- **USACE 2012**
- **Regionalization**
- **Workload to workforce balancing**
- **NSPS**
- **Collaboration with other Federal Agencies**
- **Outsourcing / A-76**
- **Installation Management Command**

Why is Career Development Important?

- **Mission execution.**
- **Maintain a staff of talented, ambitious people.**
- **Provide for the long-term needs of the organization.**
  - **Prepare people for the next level of involvement.**
- **Improve**
  - **Employee morale.**
  - **Job satisfaction.**
  - **Work performance.**
- **Encourage personal growth.**
  - **Opportunities to realize full potential.**

T.E.A.M. Culture

- ***T****rust* – We make career development a reality by doing what we say we will do. Unity of Thought-Word-Deed.
- ***E****xcellence* – Work to leave a legacy.
- ***A****ll about People* – Invest in people. Build the bench.
- ***M****otivation*– A leadership responsibility.

Your Two Cents

- **Suggestions for improved career development strategies**
- **Successful approaches**
- **Lessons learned**

Who Does All This Stuff?

It takes a TEAM …

- Career Program Managers
- Senior Leaders
- 2nd Line Supervisors
- 1st Line Supervisors
- Employees themselves

- **Trust**
- **Excellence**
- **All About People: Do you invest in people? Do you accept, understand, recognize and appreciate others?**

  ***Character*: the right values and lifestyle... integrity is at the top**

  ***Commitment*: passionate about the work we do, and our calling to serve the nation.**

  ***Competency*: excellence in program and project delivery with professionalism reflect in our reputation**

  ***Chemistry*: team players and builders; relational approach that elevates the team above self**

  CP-18 people here and now (this is starting to sound like a revival...): We need to create opportunities for those we lead, "build the bench", have a mentor and be mentored.

- **Motivating**

Roles

- **Counselor: Provide professional guidance and offer ideas for career development**
- **Mentor: Serve as a role model; inspire, empower and help individuals and teams to learn; help others apply learning to accomplish career goals.**
- **Coach: Inspire and encourage employees to unlock their greatest potential; serve as personal resource and advocate.**
- **Leader: Motivate and set direction; establish goals**

	CPM	Senior Leader	Supervisor	Employee
Counselor	L	L	H	L
Mentor	H	L	H	H
Coach	L	H	H	M
Leader	H	H	M	L

Degree of Influence:

Strategic	Operational	Tactical

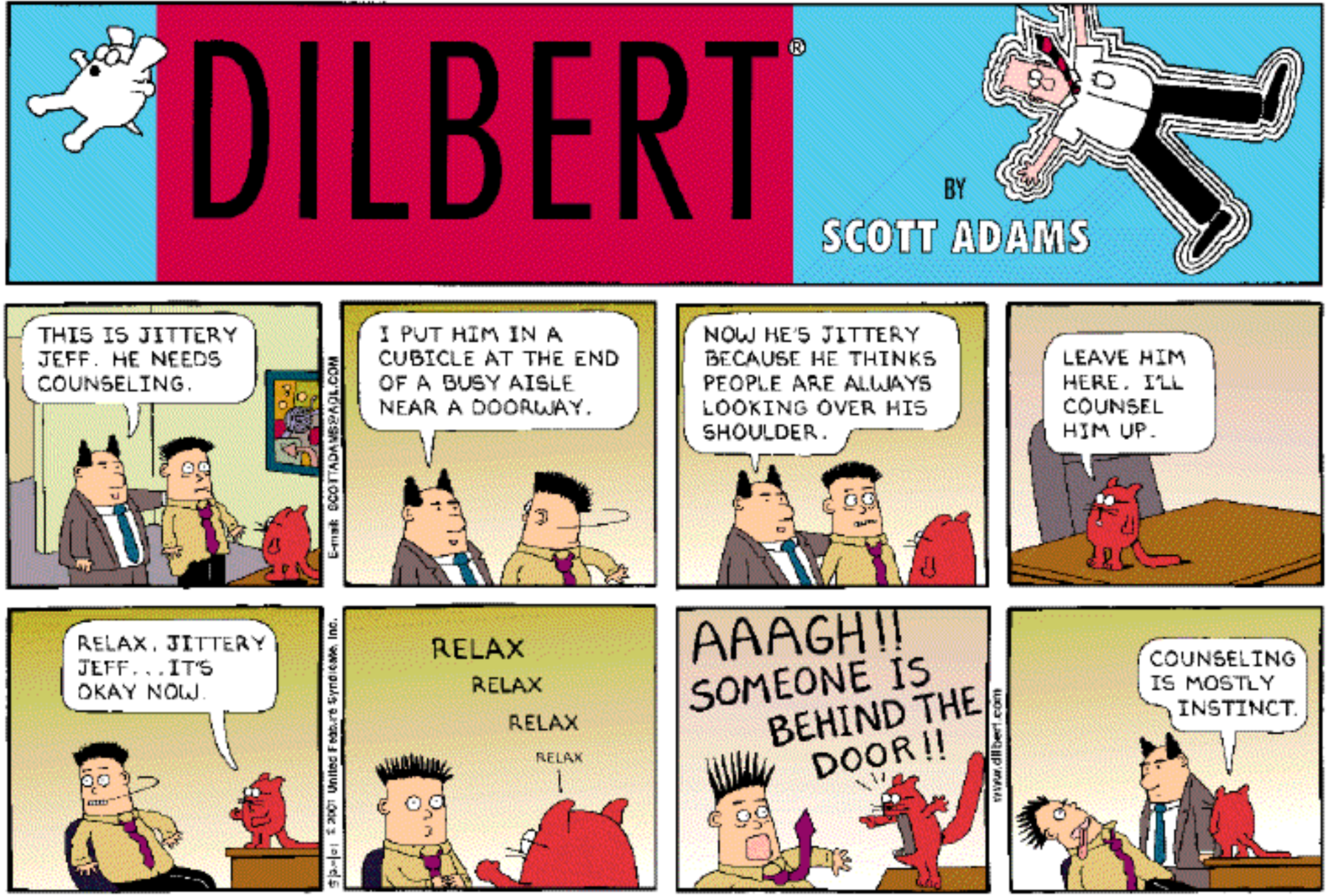
Degree of Involvement:

High Moderate Limited

Counselor

Supervisors have a key role

- **Help employees develop career development goals**
- **Provide employee performance counseling and feedback**
- **Review training needs (technical, people and leadership)**
- **Provide training/development opportunities**


DILBERT®
BY
SCOTT ADAMS
THIS IS JITTERY JEFF. HE NEEDS COUNSELING.
I PUT HIM IN A CUBICLE AT THE END OF A BUSY AISLE NEAR A DOORWAY.
E-mail: SCOTTADAMS@AOL.COM
NOW HE'S JITTERY BECAUSE HE THINKS PEOPLE ARE ALWAYS LOOKING OVER HIS SHOULDER.
LEAVE HIM HERE. I'LL COUNSEL HIM UP.
RELAX, JITTERY JEFF... IT'S OKAY NOW.
RELAX
RELAX
RELAX
RELAX
AAAGH!! SOMEONE IS BEHIND THE DOOR!!
COUNSELING IS MOSTLY INSTINCT.
www.dilbert.com

Copyright © 2001 United Feature Syndicate, Inc.
Redistribution in whole or in part prohibited.

Mentor

CPMs, Supervisors and Employees are key

- **Help employees navigate through the organization**
- **Encourage professional development**
- **Create opportunities for protégés**
- **Help develop professional interests**
- **Support protégé goal setting**
- **Serve as a living example of the values, ethics and professionalism of the organization**
- **Facilitate exposure within the agency**

Coach

Senior Leaders and Supervisors are key

- **Understand the system and explain how to become a part of it**
- **Listen and be attentive to subordinates' needs**
- **Provide regular feedback**
- **Emphasize the why of goals and the mission as well as the how of accomplishment**
- **Encourage new employee orientation program**
- **Assign sponsors**

Reward???

THE FIVE HUNDRED DOLLAR MORALE IMPROVEMENT AWARD GOES TO ED.
GAA!! IT'S ONLY $240 AFTER TAXES!!!
SO THAT'S WHAT GOOD MORALE LOOKS LIKE.
APPARENTLY WE'VE HAD IT THE WHOLE TIME.
www.dilbert.com scottadams@aol.com
© 2000 United Feature Syndicate, Inc.

Copyright © 2000 United Feature Syndicate, Inc.
Redistribution in whole or in part prohibited

Leader

CPMs and Senior Leaders

- **Serving the mission and serving your people**
- **Encourage career ambition**
- **Help employees get ready for the future**
- **Encourage participation in career enhancing programs**
- **Promote meaningful recognition**
- **Publicize benefits of training opportunities**

Career Program Manager

- **C**ounselor: Guide CP-18 in a productive direction.
- **M**entor: Facilitate an atmosphere for meaningful and effective mentor-protégé relationships.
- **C**oach: Facilitate the organization maximizing and achieving the full potential of the CP-18 program.
- **L**eader: Encourage establishment and participation in career enhancing programs.

Senior Leaders

- **C**ounselor: Assist supervisors in developing career goals. Provide and balance training needs and opportunities.
- **M**entor: Encourage professional development and facilitate opportunities for protégés.
- **C**oach: Serve as personal resource and advocate, primarily for next level.
- **L**eader: Support career enhancing programs.

Supervisor

- **Counselor**: Provide employees professional guidance and ideas for career development. Provide performance feedback. Provide training.
- **Mentor**: Serve as a role model. Help others apply learning to accomplish career goals. Encourage professional interests and development.
- **Coach**: Listen to and understand employees' needs. Assist and encourage employees in unlocking their greatest potential; serve as resource and advocate.
- **Leader**: Help maintain a focus on accomplishment of both mission and employee goals.

Employee

- **C**ounseling: Seek professional guidance and direction for career development. How can I best help the organization accomplish the mission?
-
- **M**entor: As a protégé, take responsibility for learning and applying lessons to accomplishing mission and personal goals.
- **C**oaching: Understand and apply lessons from the coach
- **L**eader: See role as a leader in accomplishing tasks and helping teams successfully accomplish mission goals.

Where Do You Fit In?

1st line supervisor

- Leaps tall buildings on a single bound
- Is more powerful than a locomotive
- Is faster than a speeding bullet
- Walks on water
- Gives career development guidance to God

2nd line supervisor

- Leaps short buildings with a running start and favorable winds
- Is more powerful than a switch engine
- Is just as fast as a speeding bullet
- Walks on water if frozen
- Talks to God if special permission is approved

Where Do You Fit In?

Senior leader

- Makes high marks on walls when trying to leap tall buildings
- Is run over by locomotives
- Can sometimes handle a gun without inflicting self-injury
- Calls swimming "Staying Alive In The Water“
- Talks to animals

CP-18 Program Manager

- Runs into buildings
- Recognizes locomotives two out of three times
- Is not issued ammunition
- Can stay afloat with a life jacket
- Talks to walls

Where Do You Fit In?

- **Employee**
  - **Lifts buildings and walks under them**
  - **Kicks locomotives off the tracks**
  - **Catches speeding bullets in teeth and eats them**
  - **Freezes water with a single glance**
  - **Is a god**

Your Two Cents

- How to communicate
  - Development opportunities
  - Constructive feedback
  - Career information
  - Training opportunities
- Successful approaches
- Lessons learned

What Tools Are Available?

Contents of Tool Box

- Civilian Career Management
- Mission Essential Task List (METL)
- Individual Development Plans
- Army Civilian Personnel On-Line
  - Civilian Education System
  - Competitive Professional Development
  - E-Learning (AKO & EKO)
  - ACTEDS
- Coaching, Counseling & Mentoring
- CP-18 Homepage

Civilian Career Management

- Army Regulation 690-950 and Army Pamphlet 690-950
  - Governing Army Regulation and Army Pamphlet for all civilian career programs
  - http://www.usapa.army.mil/pdffiles/r690_950.pdf
  - http://www.army.mil/usapa/epubs/pdf/p690_950.pdf

Mission Essential Task List (METL)

- Tool to build qualities toward reaching the goal of “capable workforce”
- Can be applied to career development
  - Intern (Pay Band 1)
  - Journeyman (Pay Band 2)
  - Subject Matter Expert/Manager (Pay Band 3)
  - Executive
- Helps generate training requirements for Individual Development Plan (IDP)

Individual Development Plan (IDP)

- Method to focus career and professional development
- Addresses both short-term needs and long-term direction of employee's career
- Addresses management & leadership skills as well as technical competencies
- Helps managers gain deeper knowledge of their employees

Army Civilian Personnel On Line (CPOL)

- Army CPOL Website: www.cpol.army.mil
- Contains Army Civilian Training Education and Development System (ACTEDS) Training Catalog
- Lists career training plans and program offerings for all 23 Army Career Programs
- Army-sponsored core leadership courses
  - Supervisor & Management Development Courses (on-line)
  - Civilian Education System

Civilian Education System (CES)

- Developed by TRADOC with assistance from G-1
- Emulate leadership training received by uniformed members of the Army
- Courses through Army Management Staff College (AMSC)
  - Foundation Course – entirely on-line
  - Basic Course - Fort Leavenworth
  - Intermediate Course – Ft. Leavenworth/Ft. Belvoir
  - Advanced Course - Fort Belvoir

CES Courses

- Foundation Course -- replaces Intern Leadership Development Course in 2008
- Basic Course – replaced LEAD
- Intermediate Course -- replaced OLE
- Advanced Course -- replaced SBLM
- PME I and II ceased as of Dec 06 – material is being incorporated into Intermediate and Advanced Courses.
- More info:
  - http://www.amsc.belvoir.army.mil/train.pdf

Career Opportunities

- Competitive Professional Development (CPD)
  - Career program specific (CP-18)
    - University training
    - Short-term training
    - CP-18 Leadership Development Program
    - Developmental assignments
    - Training with industry
  - Open to all career programs
- CPD is being reviewed by Army-wide working group (Ed Gauvreau represents CP-18)

AKO & EKO

- E-Learning Opportunities
  - Army Knowledge Online (AKO)
  - Acquisition courses -- http://asc.army.mil
  - Professional Organizations (NSPE, AIA, etc.)
  - Private sector vendors (e.g. Red Vector)
  - USACE Communities of Practice (CoPs)
    - Engineer Knowledge Online (EKO)
    - 24 CoPs have home pages on EKO
    - Formal and informal opportunities to learn and build relationships throughout the Army

ACTEDS Leadership Development Opportunities

- Government/Non-Government Training
  - Defense Leadership and Management Program (DLAMP) (GS 13-15)
  - Defense Executive Leadership Development Program (GS 12-14)
  - Army Congressional Fellowship (GS 12-15)
  - SecArmy Research and Study Fellowship (GS 12-15)
  - OPM Federal Executive Institute (SES and GS 15)
  - Harvard University Senior Executive Fellows (GS 14-15, SES)
  - Senior Army Fellows Program (GS 13-15)
- Senior Service Colleges
  - Army War College
  - National War College
  - Industrial College of the Armed Forces

Coaching, Counseling & Mentoring

- USACE Coaching & Mentoring Guide:
  - http://usace-ccm-guide.com/index2.htm
- Army Pamphlet 690-43, “A Supervisor’s Guide to Career Development and Counseling for Career Program Employees”
  - http://www.usapa.army.mil/pdffiles/p690_43.pdf
- Army Pamphlet 690-46, Mentoring for Civilian Members of the Force
  - http://www.usapa.army.mil/cpol/dapam690-46/dapam690-46.html

CP-18 Homepage

- Current web address: https://eko.usace.army.mil/careerprograms/cp18/
- Site migrated to Engineer Knowledge Online (EKO) in January 2007

Other Programs

- Master intern training plan – in progress
- ACTEDS career development plans/career ladders
- Professional registration
- Regional Technical Specialist track
- Developmental assignments
- StrengthsFinder
- Coaching, Counseling, Mentoring Guide
- Trail Guide for Army Future Civilian Leaders

Your Two Cents

- Other toolbox tactics
- Successful approaches
- Lessons learned

How to Make a Deliberate Effort to Improve Career Development

Focus Areas

- **Get/Keep the Right People**
- **Take Ownership**
- **Communicate**

The Right People: Merit Promotion and Outside Recruitment

- **Within USACE: centralized recruitment & decentralized selection, per ER 690-1-1203**
  - **Panel Interviews for GS13s and higher**
  - **Gallup Interviews for supervisory GS14s and higher**
- **IMA: CF-29 (Installation Management) – deputy garrison managers are selected centrally**
- **Other MACOMs: no central selection by CP-18**
- **DA PAM 690-950 indicates FCR approval for GS-15 hires is required; informal policy is non-involvement unless requested by the CPAC.**

The Right People: CPM

- Career Program Managers should be chosen based on their willingness to do the job, not their position title.
- You must have the time and interest to do the job right – this is an important part of your job.
- Keep up on the latest information. Check out web sites, attend CPM conference, etc.
- It starts with your coop students and goes right up to your senior staff.

The Right People: Leaders

- **Live LTG VanAntwerp's Four E's**
  - **ENERGY – Personal energy; physical and mental fitness.**
  - **ENERGIZE – Energize others; a leadership responsibility.**
  - **EDGE – Be creative. Take initiative. Go for the next big thing.**
  - **EXECUTE – Do what we say we will do. Get it done. Just do it.**

The Right People: Maintaining Technical Competency

- **We have to help our staff maintain their technical competence.**
  - **Encourage professional registration.**
  - **Find relevant technical classes.**
  - **Encourage advanced degrees.**
  - **Promote attendance at technical conferences.**
  - **Allows staff to continue technical career progression, without having to switch to a supervisory/management track; technical specialist GS-13 positions.**

Take Ownership

- **Empower all levels.**
- **Career Development is not just the CPM's job.**
- **Supervisors need to be involved at every level.**
- **Supervisors need to make sure employees are active participants.**

Communicate

- **Ensure you have a mailing list with all CP-18 employees, and keep it up to date.**
- **Communicate early and often**
  - **Things to think about**
  - **New web sites to explore.**
- **Meet with supervisors regularly to be sure they are helping at their level.**
- **Meet annually with all CP-18 employees to pass on additional information and give them a chance to ask questions in an open forum.**

Communication??

WELCOME TO DOGBERT'S COMMUNICATION SEMINAR.
TODAY YOU WILL LEARN HOW TO USE YOUR BLACK-BERRY WHILE PRETENDING TO LISTEN.
NOW REPEAT AFTER ME: UH-HUH, YEAH, UH-HUH. WHAT WAS HE THINKING? WOW!
CLICK CLICK CLICK CLICK
www.dilbert.com scottadams@aol.com
©2006 Scott Adams, Inc./Dist. by UFS, Inc.
© Scott Adams, Inc./Dist. by UFS, Inc.

In Short…

- **Basic supervisory guide to career development**
  - **Observe what your employees are good at, direct them and help them focus**
  - **Learn/teach how to deal with people at different career stages**
  - **Learn/teach how to develop good goals**
  - **Learn/teach how to better use appraisals and IDPs**

Wouldn't It Be Great If We Had A Handbook For Everyone?

- That's a great idea
- We will discuss it in more detail tomorrow during a breakout session.
  - It could be a reference guide for supervisors to remember all the things to talk to employees about.
  - It could be a reference guide for employees to have all the details in one place for planning their career path.
  - It could be …

Tomorrow's Task

- Brainstorm things to include in a handbook
- Form a PDT to complete this later
- 5 breakout groups
  - E&S Career Program
  - Basic Career Development Planning
  - Advanced Career Development Planning
  - Executive Development Program and SES
  - Your Career Planning

DEPARTMENT OF THE ARMY
UNITED STATES OF AMERICA
1775
US Army Corps
of Engineers

Questions?